Final synopsis of the Thesis titled:

IMPACT OF ORGANISATIONAL CULTURE ON PERFORMANCE OF WOMEN EMPLOYEES – A STUDY OF SELECTED BUSINESS PROCESS OUTSOURCING UNITS IN KARNATAKA

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1 .Primer

The topic, Organisational Culture (OC) attracted huge amount of attention in the late 1980's and has been well discussed in various forms and facets of management research in the past three decades. There is no clear definition on Organisational Culture, but authors agree with the fact that Organisational Culture is holistic and historically determined as the one which manifests in the form of values and norms (Stephen Robbins,1990).[1] Various researches were conducted from time immemorial and various definitions are coined by the authors but it is realised that organisational culture is well understood while we see it rather defining it(Sudan, 2004).[2]

Research on Organisational culture thrives to measure, how employees perceive the environment of organisation - Is it the company culture that motivates employees to stay in the current job? or is it the job environment that improves the productivity of employees? or Is prioritizing well-being of women employees motivates them to remain in job? or Is it the encouragement from superiors and team members that motivates employees to perform better(Stephen Robbins, 1990).[3]

Organisational Culture developed over many years is deep rooted in the organisation for which employees are highly committed. Internal and external forces interfere in maintaining organisational culture which includes leadership style, change in working environment, rituals, norms, values etc (Stephen Robbins & Timothy judge, 2007) [4]

It is very fascinating to understand the impact of Organisational culture on employee behaviour. Positive and strong culture of the organisation is associated with reduced turnover. The role of culture is very important in today's work place in influencing employee behaviour. Even though the organisations widen the span of control, flattened the structure , empowered employees with new policies ,but the strong culture in the organisation alone is sufficient for retaining employees in long run(Stephen Robins,2007)[5]

Positive work culture creates healthy relationship among the employees and helps promoting healthy competition in the workplace. It is the culture which motivates the employees to perform better. Hence culture of an organisation should be the blue print for all employees that gives sense of direction at the workplace. The policies should be so effectively

designed in the organisation which moulds the employees and make them successful professionals.

BPO has been largely contributing to the growth of Indian economy. The growth of BPO to GDP has shown a drastic rise from 1.2% to 5.4% in the recent past in 2022. It is very much evident that BPO Industry is making an impact on Indian economy. BPO role in India is tremendously improving in the recent past when western countries started to outsource work to India. Dynamic and flexible business environment, technological innovation, globalisation are creating a competitive environment

BPO's role in India's economic growth has marked a remarkable and significant impact in the time to come as well. The BPO is also a driving force that accounts for the increase in foreign investments through the BPOs in India. Skilled sets and workers, cost effectiveness, emphasis on quality products and services, English speaking manpower are few important features of the Indian BPO industry which attract long-term contracts because of which there are high earnings which result in major contribution to the economic growth of the country.

2. Review of literature: Summary and research Gap

On the basis of various literature reviews, it is observed that majority of the studies on OC is conducted under different streams like telecommunication, information technology sector, manufacturing industry, call centre among others, and thus the gap arises in exploring the impact of organisational culture on employee performance in BPO Sector. Although various studies on organisational climate, organisational leadership, organisational commitment, OCTAPACE are conducted , yet the impact of Organisational Culture in BPO sector remains unexplored. Majority of the researchers tried to focus on study in IT industry and basically the concern was only on productivity and profitability of the organisation rather than showing concern towards employee well-being. But the fact that the strong OC adds value to the performance and motivation is completely ignored. As we realise through various authentic sources that the ITES – BPO is a booming sector year after year, and a fact that more than 1/3rd of the employees are women in BPO units, this has motivated the researcher in taking up this initiative of conducting the study exclusively for women employee's in BPO sector. Various reviews were conducted both Foreign and Indian studies. Of the total reviews conducted 30 are foreign reviews and 25 are Indian reviews.

3. Need for the present study

Organisational Culture has gained its momentum in the past three decades and will continue to remain as an all-time research topic for discussion as it affects every minute aspect of business. Many studies were conducted by the researchers as well as the organisations on organisational culture. But, as organisation culture covers large number of dimensions, few dimensions which are not considered for the study by researchers in BPO Sector are identified and chosen for study to measure the impact of women employee performance. Reviews on Organisational culture conducted by organisations reveal how strong and positive culture will improve the performance, motivation and productivity of employees. Hence this research focuses merely on studying and measuring the impact of women employee performance with the adopted organisational culture in BPO units in Karnataka.

Woman encompasses the word man, woman is the moulder and builder of nations destiny. Undoubtedly she is the power of benevolence and tolerance who has all capacity to rule the kingdom, hence there is a dire need to conduct the study exclusively on women employees. As BPO is a booming segment and woman's role in BPO is rising year after year not only in India but across the globe as well, a study on "Impact of Organisational Culture on women employee performance in BPO sector" was chosen for the study by the researcher.

This study proposes to explore organisational culture in BPO Companies and analyse if organisational culture is effective and helps in better employee performance .Various dimensions are used to analyse the impact of Organisational culture on performance of women employees viz.,-Perceptions on Organisational Climate, Perceptions on Organisational Environment, Perceptions on Organisation Innovation and Creativity, Perceptions on Team work, Women friendly policies in BPO, Perceptions on Well-being of Women Employees, Perceptions on employee performance. Therefore, it is very important to find out how effectively organisational Culture is implemented and understand the performance level of women employees. This sector is chosen for the study on the basis of rising number of women being employed in BPO year after year, unlike the other sectors in the business environment.

4. Objectives of the study

On the basis of review of literature conducted, research problem is identified and research gap is derived therefrom. After thorough understanding of an in-depth analysis conducted by the researchers, it is decided to meticulously frame the objectives in connection with the study of the designed title "Impact of Organisational Culture on Performance of Women Employees In selected Business Process Outsourcing Units in Karnataka". Therefore the objectives of the study are framed as under:

1. To study the various existing organisational cultures in selected BPO Units;
2. To bring out the role of components of Organisational culture;
3. To evaluate the perceptions of employees on various components of Organisational Culture in BPO companies;
4. To assess the impact of organisational culture on performance of women employees:
5. To suggest suitable prescriptions to make organisational culture and its impact on women employee performance more effective

5 Research hypotheses:

Keeping in view the objectives of the study the researcher formulated the following hypotheses:

H_1 Organisational climate have a significant impact on women employee performance- **Accepted**

H_2 Organisational environment have a significant impact on women employee performance- **Accepted**

H_3 Innovation and Creativity of employees have a significant impact on women employee performance- **Accepted**

H_4 Teamwork has a significant impact on women employee performance- **Accepted**

H_5 Women friendly policies have a significant impact on women employee performance- **Accepted**

H_6 Well-being of women employees have a significant impact on women employee performance- **Accepted**

6. . Nature and Scope of the study

This study was conducted to know the impact of Organisational Culture on performance of women employees in selected Business Process Outsourcing units. The study is empirical in nature as it is based on practical evidence A structured questionnaire was designed and survey method was adopted for conducting the study.

The study was exclusively confined to the selected BPO companies in Karnataka. Even though 92 BPO companies are registered in Karnataka, but only 25 BPO companies were selected for the study and does not cover other BPO's in Karnataka. Likewise the study also excludes the other BPO Units in India except the selected units. Further,the study is limited to the women employees in the selected units only and does not cover male employees working in BPO units.

7. Research Methodology/design

7.1 Selection of sample size

The following table demonstrates the size of sample regarding number of companies and number of employees chosen for the study

Segment (BPO)	Total Number of BPO companies (Karnataka)	Companies selected for the study	Total women employees of selected companies	Women employees selected for the study (Responses)
Indian Companies	13	05	19,000	50
MNC's	46	12	1,36,000	150
Indian MNC's	33	08	1,70,000	200
TOTAL	**92**	**25**	**3,25,000**	**400**

Source NASSCOM statistics and company websites

Stratified random sampling technique was employed for selection of 25 BPO units out of the 92 BPO units. The selection of 25 companies as sample is based on NASSCOM registration, their ranking in the top 10 BPO companies and presence of huge number of women employees.

With regard to the sample selection of respondents, out of 3,25,000 employees ,the researcher has chosen 400 respondents for the purpose of the study bases on Tare Yamane's formulae .

The selection of sample is based on stratified random sampling and snow ball sampling technique .For the selection of sample the researcher has taken into account the age, qualification, experience, designation and area of the activity of respondents.

Websites of all 25 companies selected for the study were visited for collecting detailed information. It was realised that approximately 3,25,000 women employees are employed in BPO companies collectively . Around 1450 requests to fill the questionnaire were sent through various modes via online and offline, of which only 610 respondents have shown interest in filling the questionnaire. 200 requests were sent to Indian companies, 450 requests were sent to MNC's and 800 requests were sent to Indian MNC's. Out of 1450 requests sent , only 610 respondents have filled the questionnaire ,but few responses were not considered due to various reasons.

- Companies which were not among the selected 25 BPO Units
- Companies which are not NASSCOM registered
- Respondents who have filled the questionnaire out of obligation on random basis is not considered

The employees working in BPO held a position of Analyst, Process Associate, Data operators, Process executives, Process specialist, and Team lead

Therefore, 50 responses were received from Indian Companies, 150 responses from Multi-National Companies and 200 responses are received from Indian Multi-National Companies respectively.

7.2 Data processing and Statistical analysis:

After the data is collected through questionnaires, a thorough verification of data is carried out . The on-line responses were collected from 400 BPO professionals in Karnataka through various modes like Google form, personal meetings, personal discussions. The data collected through google forms were automatically stored in excel and the same was used by the researcher for analysing using statistical tools. Descriptive statistics were used to assess the mean and standard deviation .Reliablity of the factor was calculated using Cronbach's Alpha . Cronbach's Alpha value of greater than or equal to 0.7 is considered acceptable. The Cronbach Alpha is calculated for all the components of the study to test the reliability.

Six hypotheses were formulated for all the components of organisational culture. Hypotheses were tested to know the significance of each component of organisational culture on women employee performance. In order to understand the importance of each component of

organisational culture on women employee performance regression analysis was carried out. Principal component analysis was carried out as a dimension reduction analysis which will transform large set of variables to small set of variables. Bartlett's test of Sphericity and KMO value of sampling adequacy is measured to find if sample is adequate to carry out principal component analysis.

7.3 Limitations of the Study

Any empirical research is bound to have certain limitations .Questionnaire was designed and survey was conducted on the employees of selected BPO units in Karnataka. It was estimated that there were 92 BPO registered companies out of which only 25 companies were chosen for the study.

The sample drawn from the 400 women employees representing 25 BPO Units in Karnataka was on random basis. It was felt that it is impossible for the investigator to contact all the women employees to generate data .Hence, the researcher could contact as many employees as possible to generate data, which is considered to be more representative sample for the study. It is inevitable in a study of this kind that at times, analysis had to be done based on opinions, observations and perceptions of women employees. In such cases, the results, at best, are near to truth. However, an honest attempt is made to report and analyze the perceptions on women employees on various parameters as objectively as possible without researcher's bias.

In this study organizational culture was used as a tool to measure the performance of women employees, there may be some other factors which can measure the performance of women employees which remains unexplored in this study. And the perceptions would have been different if this study was not conducted only to women employees. Owing to these limitations ,these can be further studied in this direction..

7.4 Layout of the Thesis

The entire study has been divided into 5 chapters .A chronological list with sub titles of these along with a brief summary is given below-

Chapter 1- INTRODUCTION- The first chapter of the study gives an input on Introduction to the concept of Organisational Culture, significance of organisational culture, brief profile on ITES-BPO Sector, growth and development of BPO, review of literature, objectives, research hypotheses, research methodology, sample design , research Instrument, nature and scope of the Study

Chapter 2 - CONCEPTUAL FRAMEWORK – Detailed theoretical framework and perspective of the study area organisational Culture and Employee Performance is explained in this chapter

Chapter 3 - PROFILE OF SAMPLE UNITS - Structure of ITES Industry , Recent Trends in ITES Industry, Growth of BPO Sector in India, Profile of ITES Industry (BPO) are discussed and elaborated in this unit

Chapter 4 - ANALYSIS AND INTERPRETATION OF THE DATA—Collected Data is analyzed and interpreted with the help of statistical tools. The results of the quantitative data in the form of tables, charts and diagrams are analyzed in detail in this chapter inorder to draw logical and meaningful conclusions

Chapter 5 - FINDINGS, SUGGESTIONS AND CONCLUSION- This chapter presents the major findings and discusses the scope of Organisational culture in Business Process Outsourcing Units. Valuable suggestions are given at the end in order to make the life of women even more empowered and help women maintain balanced life by improving organisational culture in BPO . The study is concluded by stating the benefit , novelty and utility of this study.A brief conclusion is added at the end of this chapter.

8. Major findings

After having conducted a survey based research analysis, the researcher has arrived at the following findings

- It is found that 40.2% of the respondents working for BPO units are in the age group of below 25 years. It clearly indicates that BPO Industries have ample employment opportunities for freshers and this in turn may lead to reducing unemployment problems.
- It is observed that majority (62.5%) of the respondents are unmarried. Unmarried women are normally flexible regarding work and time.
- The study discloses that 54% of the respondents are graduates , closely followed by post graduates who constitute the next majority (43.2%). It is observed that post-graduates intend to work for BPO sector prior to taking up employment in concerned stream of their specialisation whereas the graduates wish to continue working for BPO in long run as there are better prospects.
- It is found in the study that majority (66.8%) of the respondents working in BPO units have less than 5 years work experience. It can be concluded that employees with 5 years have an exit from the BPO units.

- It is observed in the analysis that 41.0% of the respondents are working as process executives. So, of the various positions/designations majority are found to be working as process executives.
- A study found that 36.5% of the respondents are working for Inbound activity closely followed by 26.2% in data entry in the selected BPO units undertaken for this study
- It is found in the study that majority(71.5%) of the respondents have agreed that the organisation is loyal to its employees with the mean and standard deviation value of 3.8 +_1.1 which is high.
- Of the respondents, 76.5% agreed that organization has a very friendly atmosphere and it is supported by mean (3.9) and standard deviation (+_1.0) values which is highly significant.
- Majority (76.2%) of the respondents agree that organisation has policies and procedures for governing day to day activities with (mean-3.9 standard deviation +_1.1).
- It is found in the study that majority(73.5%) of the respondents agree that policies and procedures help in employee growth and development with the mean and standard deviation value of 3.9 +_1.1
- The study found that majority (59.3%) of the respondents agreed that employees are given an opportunity for active participation in decision making and this is further supported mean and standard deviation value of 3.7 +_1.1 respectively which signifies high.
- From the study, it is revealed that majority(67.8%) of the respondents agree that organisation provides timely feedback on employees work performance with the mean and standard deviation value of 3.8 +_1 respectively.
- Majority(66.8%) of the respondents perceived that organisation ensures that employees enjoy their work as it is evident from mean and standard deviation values of 3.7 +_1.1 indicating favourableness.
- Good majority(72.5%) of the respondents have stated organization has high confidence in employees' ability to attain goals and the mean and standard deviation value isa 3.8 +_1.1
- Majority (64.8%)of the respondents agree that organization promotes attractive incentives to the best performing employees'with the mean and standard deviation value of 3.6 +_1.1which is favourable.
- With the mean and standard deviation value of 3.9 +_1.1 majority,(74.8%) of the respondents agree that organisation frequently invests in training and development of employee competencies

- Majority(66.5%)of the respondents agreed that employees are rewarded proportionately on the basis of their job performance which is further supported by mean and standard deviation value of 3.6 +_1.1.
- Most of the respondents 68% agree that organization encourages discussion of any problems openly with the values of mean and standard deviation 3.7 +_1.1
- Majority of the respondents 63%agreed that organization emphasizes values on employees work through relevant updates and reminders with the mean and standard deviation value of 3.6 +_1.1 respectively
- Majority(60.3%) of the respondents agreed that risk taking is appreciated and supported by the organization which is further proved with mean and standard deviation values of 3.6 +_1.1
- Overall assessment of organisational climate was done by obtaining the score by averaging the responses of respondents. It was perceived that organisational climate was favourable with the overall mean value 3.74 +_.94.
- The principal component analysis shows that out of the 14 statements of organisational climate 9 are primary components and the remaining 5 are secondary components, since the majority of the statements fall under primary components it reveals that organisational climate was very favourable.
- The study found that the work environment in the organisation is highly positive and keen on keeping employees satisfied on job with the mean value of 3.8 and standard deviation value of 1.0
- Majority(62.5%)of the respondents stated that organisation is very keen on keeping the employees satisfied on the job with the calculated mean and standard deviation value (3.7) and (1.0) which is favourable
- The study found that , the work profile allotted by a superior to the subordinate has clear sense of purpose , hence majority(70%)of the respondents have agreed to the statement with the mean and standard deviation value 3.8+_1.0
- Majority (53.0%) of the respondents have agreed that purpose of job assigned is easily achievable with the mean (3.6) and standard deviation value (+_1.1).
- Of the respondents 67% agree that there are ample opportunity to develop professional skills on their jobs as supported by mean and standard deviation value of 3.7 and ±1.0
- Overall assessment of organisational environment was done by obtaining the score by averaging the responses of respondents. It was perceived that organisational environment was favourable with the overall mean value 3.75 +_.91.

- The principal component analysis shows that out of the 14 statements of organisational environment 9 are primary components and the remaining 5 are secondary components, since the majority of the statements fall under primary components it reveals that organisational environment is very favourable.
- Overall assessment of organisational innovation and creativity was done by obtaining the score by averaging the responses of respondents. It was perceived that organisational organisational innovation and creativity was favourable with the overall mean value 3.75 +_.91.
- The principal component analysis shows that out of the 12 statements of organisational innovation and creativity 7 are primary components and the remaining 5 are secondary components, since the majority of the statements fall under primary components it reveals that organisational innovation and creativity is very favourable.
- Among the variables of women friendly policies, anti-harassment policies for safety of women and liberty to women to voice her opinion and report any harassment to higher authorities have highest mean value 4.0. Meanwhile implementation of women friendly policies to make workplace a safer one, transportation facility with equipped GPS system and women employees accompanied by security guards during their night travel also contribute significantly to women friendly policies in BPO with mean value 3.9.
- Majority (61.2%)respondents opine that women friendly policies are introduced in the organisation with the mean and standard deviation value of 3.7 +_1.2
- Frequent intervals or break for women during the working hours is the need of an hour, and it is observed that 58.1% of the respondents perceived that frequent breaks are provided to the women with the mean and standard deviation value of 3.6 +_1.1.
- Respondents 67.1% state that of the organisation chosen for the study agree that women are appreciated by the organisation for the good work done with the mean and standard deviation value of 3.7 +_1.0, but respondents of few organisations have suggested that there is no motivation, words of praise and appreciation for any good work done.
- Majority 61.4% of the respondents with the mean and standard deviation value of 3.6 +_1.1 agree that they were are not compelled to work beyond stipulated working hours
- Major portion of the respondents 68.1% agree that organisation encourages women to take up leadership roles with the mean and standard deviation value of 3.8 +_1.0 which is high
- Overall assessment was done by obtaining the score by averaging the responses of the respondents. It is perceived that perception on women friendly policy is high with the overall mean value 3.79 +_.95.

- Among all the principal component analysis it shows that women friendly policies are introduced in the organisation ,implementation of women-friendly policies makes workplace a safer one ,organisation has anti-harassment policy for safety of women in workplace, Women can voice their opinions and report any harassment at workplace to the higher authorities, women are appreciated by the organisation for the good work done, organisation rewards women for the good work done, organisation encourages women to take up leadership roles, company provides transportation equipped with GPS system ,women employees are accompanied by security guards while dropping at night are the 9 primary statements of perceptions on women friendly policies under principal component analysis which are considered as highly favaourable.
- Among the variables of women friendly policies, anti-harassment policies for safety of women and liberty to women to voice her opinion and report any harassment to higher authorities have highest mean value 4.0. Meanwhile implementation of women friendly policies to make workplace a safer one, transportation facility with equipped GPS system and women employees accompanied by security guards during their night travel also contribute significantly to women friendly policies in BPO with mean value 3.9.
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9. Suggestions

Based on the findings the researcher has put forth the following suggestions inorder to make organisational culture and its impact on performance of women employees' very effective-

- Since, the married women encounter work-life- balance problem , they leave BPO units and hence only (36.5%)of the respondents are seen . Therefore ,it is suggested to the sample units to introduce flexi – work, flexi- time and work from home policies in order to attract new talents and retain the existing talent.
- BPO companies need to expand its horizon in terms of allotting challenging job profile to post graduates so that highly qualified employees continue working for BPO and establish their career in long run in the same segment
- Since a considerable majority (31.2%) respondents gave neutral response and another 9.5 % respondents disagree to the statement that employees are given an opportunity to actively participate in decision making, therefore, there is a need for the organisation to encourage and motivate the BPO employees to participate in decision making very effectively, this, in turn, leads to boosting of morale , enhance productivity and job satisfaction and managerial effectiveness.
- It is suggested to BPO units to provide timely feedback on employee performance effectively. It is observed that 22.0 percent and 10. 2 percent of the respondents gave negative response relating to organisations responsibility in providing feedback. Provision of timely feedback on employee performance will result in growth and development of employees.
- As it is observed through the study that purpose of the job assigned is not easily achievable, hence adequate training and support ought to be provided to make employees well verse with the allotted task or any other reason pertinent to not achieving the same should be identified and rectified.
- Since majority of the respondents stated that they feel very dejected when their innovative ideas are not considered or ignored , therefore it is suggested to the organisation to consider and value innovative ideas contributed by the employees and thus avoid the dejection . The dejection, in turn may lead to inefficiency, low productivity, low morale and motivation.

- Since only 46.8% of the respondents stated that adequate funds are allocated ,the remaining 14.4% disagree and considerable majority, 38.8% remained neutral.
- Therefore it is suggested to the organisation to provide adequate funds for experimenting creative ideas which may result in widening the scope for employees to experiment new ideas.
- Since only (50.3%) of the respondents have said that creative ideas of employees are successfully implemented and thus leaving 49.7% of the respondents with disagreement and neutral response. Therefore it is suggested that organisation should make still more efforts to reach the larger section of the employees .

10. Exhibit on the essence of the entire study

The researcher has made an attempt to clarify the entire study in nutshell and is further depicted in the form of exhibit-

Major culture components are identified to measure the impact of organisational culture on women employee performance. The exhibit tries to explain various statements of organisational culture components which is meticulously derived from the findings of the current study.

Culture creates an environment in the organization that takes the organization toward its vision. Organisational environment plays a very significant role in the life of employees. It is the work environment that affects the performance of employees in organisation. With the ability to think out of the box, employees are likely to come up with thoughtful ideas having uniqueness. Keeping this thought in mind, researcher has realised the need for culture of innovation and creativity in BPO.

It is the collaborative effort by group of people to achieve a goal or purpose within a stipulated period of time in an effective and efficient manner that makes a difference in any successful organisation. Researcher has also realised the need for understanding respondents perception on team work, as no organisation can succeed without the cooperation, coordination and group cohesiveness of the team members.

Major concern for every women employee is seeking professional growth and development, promote gender diversity, safe and Inclusive environment, transparency, flexibility. Since yesteryears, there has been lot of challenging situations women encounter both personally and professionally. Tremendous transformation is seen in the lives of women post LPG. Hence there is dire need to empower women employees by incorporating and promoting positive culture making workplace for women friendlier.

Chart 10.1: Exhibit representing the essence of the entire study

EXHIBIT REPRESENTING THE ESSENCE OF THE ENTIRE STUDY

ORGANISATIONAL CULTURE COMPONENTS

- Organisational climate
- Organisational Environment
- Organisational Innovation and Creativity
- Organisational Team work
- Women friendly Policies
- Well-being of women employees

MEASURING IMPACT ON EMPLOYEE PERFORMANCE

- Efforts beyond expectation
- Involvement in decision making
- Innovative solutions to problems
- Free flow of communication

GAPS TO BE BRIDGED

- Scope for Innovation and creativity
- Open channel of communication to discuss issue
- Safe and healthier workplace
- Policies on well-being of women employees
- Improved work environment
- Implement women friendly policies

OUTCOME

- Quality research
- High motivation
- Developed skills on corporate life
- Developed Human Resource skills

Source: Conceptualised by the researcher

11. Scope for further Research

There is a widened scope for further research in this subject area, as identified by the researcher while in the process of conducting survey.

First of all the researcher has identified that the study was confined only to six components with elaborated statements which are not sufficient to understand the ambit of organisational culture on whole. There is scope to identify and develop many more parameters for conducting further study on organisational culture in future

As the researcher has restricted the study only to BPO segment, there is ample scope for researcher to expand and widen the study to cover many more segments like knowledge process outsourcing (KPO), legal process outsourcing (LPO), Research Process Outsourcing (RPO) which is also a part of Information Technology Enabled Services (ITES)

Finally , the study was confined only to Women Employees working in BPO sector, hence for understanding the perceptions of employees, only women were considered for the study. The findings would have brought inspiring results if the study was conducted on general basis. BPO is a booming sector which has brought major transformation not only to the lives of people working in BPO but has also increased the revenue of Indian economy by its contribution. With IT and ITES sectors booming year after year, it is obvious that BPO sector will have bright career prospects for employees in the days to come. Hence the scope for researcher to conduct further studies is very high.

12.Conclusion:

Business Process Outsourcing is an evolving area of research and is progressively globalised. A fact that India is a preferred outsourcing destination has helped in generating immense employment opportunities. Today, it is observed that BPO sector employs more than 1/3rd of the women population in the country and is experiencing strong economic growth through BPO units. Due to the emergence of BPO, the role of women in the society has revolutionised. To make BPO a comfort zone for women employees, positive organisational culture should be introduced to make the life of women employees working in BPO even more better.

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